

# CREATIVITY IN MANAGEMENT – CORRELATES SYMPTOMS AS DETERMINANTS OF SUCCESS



received: 27 September 2015  
accepted: 10 December 2015

MONIKA WRÓBLEWSKA

## ABSTRACT

The aim of this publication is to determine the correlates of creative and transgressive behavior in the context of the model of the determinants of creative management. The aim of this study was to verify empirically the relationship between the symptoms of creative features (cognitively and characterologically) and indicators of transgressive behavior. The determinants of subjective qualities of creative and transgressive behavior are analyzed in this article. The author has adopted the assumption about a role of transgressive behaviors in dynamics of creative behaviors (creative resources). The following set of methods has been applied in the research: 1) Questionnaire of Creative Behavior KANH (Popek, 2001; Popek, 2010); 2) Scale to Measure Transgression (STr), (Studenski, 2006). Activity, predominance, courage and high self-esteem – main indicators of functioning a man with a high level of subject creative features – have proved to be significantly correlated with transgressive indicators of behavior. Subject of creative features expressed in a creative attitude coexists with transgressive behaviors: pro-creative motivation in searching for changes, non-conformism, focus on activity and overcoming problems, openness and courage to take up new tasks, innovation and acceptance of novelty. The resulting configurations of features in a range of variables (characteristics of creative and transgressive behavior) correspond to factors conditioning the success in business and management. To a little extent the previous studies took into account the subjective features recognized as creative (in the cognitive and characterological sphere) and their relationship with predisposition for transgressive behavior. The obtained results of research could contribute to the existing scientific achievements in the field of management of important determinants and correlates with subjective features ensuring success. It is defined by a transgressive action – as a kind of activity type to be changed. Subjective characteristics of the creative (creative assets) increases the efficiency of the action.

## KEY WORDS

**creative management, human capital, success, managing creativity, creative competencies, transgressive behaviors, risk, proactive motivation, non-conformism**

DOI: 10.12846/J.EM.2015.04.04

Corresponding author:

Monika Wróblewska

University of Białystok  
Faculty of Pedagogy and Psychology

e-mail:  
m.wroblewska@uwb.edu.pl

## INTRODUCTION

Human capital is a specific resource and the benefits of investing in it are indisputable. In a global economy, the human factor is increasingly linked to the progress of management (Rożnowski et al., Biela, Bańka, 2006; Juchnowicz, 2010; Bohdziewicz, 2011). Components of human capital (Steward, 1997; Cole, 1995) – knowledge and skills, experience, creativity and innovation, motivation, agility, creating visions exploring the future – constitute the intellectual capital and social capital – interpersonal relationships

between team members (Miller et al., Omens, Delvadia, 1991) and emotional capital – consistency in achieving, courage in action, empathy, assertiveness, social openness, the logic in action, observing standards and values (Mayer et al., Salovey, Caruso, 2000; Mayer et al., Roberts, Barsade, 2008). Managing creativity is one of the new challenges of organization and management (Proctor, 2001; Bransford, Stein, 1993; Mroziewski, 2005; Witkowski, Listwan, 2008; Tysza, 2004). A creative person is

functioning in a connection with a specific mechanism which essence is the interaction operating in accordance with the principle of feedback of the following elements: 1) potential cognitive creative talents or gifts; 2) personality activation – halting or stimulating activity of emotional and motivational sphere upon creativity development in the cognitive sphere and its manifestation in one's behavior; 3) the evaluation of the effects of one's own activity – creative or adaptive (Popek, 2001; Popek, 2010). The aim of publication is to determine the connections of creative and transgressive behavior in the context of the model of the creative management determinants. Creative resources symptoms were included in the terms of determinants of a success. This article analyzes the determinants of subjective qualities of creative and transgressive behavior. The following set of methods has been applied in the research: 1) Questionnaire of Creative Behavior KANH (Popek, 2001; Popek, 2010); 2) Scale to Measure Transgression (STr), (Studenski, 2006).

Governance is a set of activities including planning, decision making, organizing, leadership and controlling resources of human organization, (Clarke, 1997; Gryffin, 2000; Cole, 1995). Creativity in business requires creative thinking skills, expertise and motivation (Amabile, 1998; Crant, 2000; Kharkhurin, 2014; Cropley, Cropley, 2012). Tendency to take economic and enterprising behavior is a complex syndrome of personality traits (Peltier, 2005; Strzałecki, 2006; Strzałecki, Lizurej, 2011; Witkowski, 2003; Caroff, Lubart, 2012; Rakowska, 2001; Roźnowski et al., Biela, Bańka, 2006). It determines the high motivation to achieve a success, readiness to take risks and high level of innovation (Studenski, 2006). Persons characterized by symptoms such as an arrangement exhibit characteristics enterprising behavior in situation tasks (Goszczyńska, 2006; Studenski, 2004). According to the theory on investment of Sternberg and Lubart (1991, 1999) creation requires cooperation (a confluence) of six interrelated factors: intellectual abilities, knowledge, style of thinking (especially legislative), personality traits, motivation of an internal nature and the environment (supportive social environment), (Sternberg, 1996, 2003).

Innovative solutions for the technological, organizational and social problems are not possible to be used without a creative approach. The creative process used to generate innovation can be recognized in terms of a creative problem-solving system

(creative problem solving – CPS), (Proctor, 2003). Intuition and intuitive thinking plays a special role in the process of a creative problem solving for innovation. They facilitate the search for new solutions and applications. Features of intuitive thinking (intuitive intelligence) are unconscious, non-verbal, emotional and heuristic (Runco, 2004, 2012; Dobrołowicz, 2001). Distinctive competences (differentiating competences) – employee's competencies effectively distinguish it from other such as leadership, empathy, future orientation, readiness to learn, focus on creativity, tolerance and ambiguity, awareness of the value (Pocztowski, 2008). The effective management played an important role in the works of the personality associated with the concept of creativity. Persons succeeding in creative entrepreneurship show a characteristic configuration of management features for creative people (Strzałecki, 2001; Stasiakiewicz, 1999; Nosal, 1993; Dąbek et al., Jarmuż, Witkowski, 1994). The results of empirical research on the sources of success in business and management, show that the main determinants of this success – the ability to take risk, optimism, hope, sense of coherence, are derived from the ability of transgression. Previous studies on the effectiveness of the functioning of entrepreneurs and managers indicate a high level of creative behavior expressed in an creative base of openness to innovation (Goszczyńska, 2006). Creative management is defined as willingness and ability to make and implement new, courageous changes (Tyska, 2004). It can also be a creative management of people and resources, including informational (Strzałecki, 2001) and creative management (Strzałecki, 2003). Disposition of taking economic and entrepreneurial behavior is a complex syndrome of personality traits that sets high achievement motivation, readiness to take risks, as well as a high level of innovation. People with such system characterized by symptoms often manifest characteristics of entrepreneurial behavior in situation tasks (Glăveanu, 2014). Important proactivity variables are: style creative behavior, entrepreneurship, belief in self-efficacy (Crant, 1995, 1996; Bateman, Crant, 1993; Silvia et al., Beaty, Nusbaum, Eddington, Kwapil, 2014). Proactivity is a purposeful activity, aimed at making and implementing changes, initiating and using the occasion (Bańka, 2005, 2007; Bańka, Hauziński, 2015). Proactivity is a form of building forms of capital career (Lamb, Sutherland, 2010).

An example of this study demonstrates the growing importance of creative resources of individuals and their implementation in the field of management, entrepreneurship and innovation. The previous studies, to the small extent, took into account the subjective features of the creativity (cognitive and characterological sphere) and their relationship with predisposition for transgressive behavior. Question of the relationship between these variables requires further in-depth empirical studies.

## 1. RESEARCH HYPOTHESIS

The aim of the study is to demonstrate that effective management mechanisms play an important personality, tied the theory and practice of the concept of creativity and transgression. The effective and creative management mechanisms are an important personality bonding to the transgression. Persons receiving success in creative entrepreneurship and management exhibit a characteristic configuration of the characteristics of creative people.

The obtained results of the research provided new data on the inter-relationships between symptoms of creative features and indicators of transgressive behavior. The main issue was presented in the form of a question about the relation between the occurrence of subject creative features and subject-causative activities and transgressive behaviors. It was assumed that in the pursuit of creative competencies<sup>1</sup>, subject creative features and subject-causative activities (Non-Conformism-Conformism) are positively connected with transgressive behaviors and activities directed at changes (hypothesis 1). The author adopted the assumption about a role of transgressive behaviors in dynamics of creative behaviors (creative resources), (hypothesis 2). Transgressions are innovative and creative activities. A transgressive concept of a man, focused on change and development, assumes that human behavior is an intentional and

<sup>1</sup> The concept of a theoretical structure of the model of creative competencies (which was proved before) assumed the following: 1. Creative competencies are a descriptive dynamic category of a processual nature; 2. Creative competencies are a complex phenomenon both at inter-personal (subject differences) and intra-personal (individual) level. They constitute inter-individual and intra-individual subject resources; 3. Creative competencies' character is revealed as a potential: developing-adaptive, subject-causative, changes-oriented – transgressive and individualized (Wróblewska, 2015).

autonomic activity which is purpose-oriented and aimed at surpassing possibilities (Kozielecki, 1987/1999, 2001/2007). Non-conformism as a personality trait is an indispensable characteristics of creative people. Positive personality activation is defined as an active set of non-conformism traits stimulating the individual's potential for creativity in terms of cognition and realisation. A person's positive personality activation improves the likelihood of efficient and constructive utilisation of one's cognitive potential, the ability to defend one's own creations and convince others to acknowledge their value. This active attitude is based upon such traits as: high self-esteem, spontaneity, activeness, resilience and perseverance, as well as independence (Popek, 2001; Popek, 2010).

## 2. RESEARCH METHODS

The following set of methods was applied in the research: 1) Questionnaire of Creative Behavior KANH (Popek, 2001; Popek, 2010); 2) Scale to Measure Transgression (STr), (Studenski, 2006). The KANH Questionnaire of Creative Behavior is probably one of the most esteemed and most often used questionnaires in Poland when it comes to diagnosing the general creative and imitative abilities of people. The Questionnaire comprises 60 statements, all in the form of declarative sentences. The KANH includes four subscales: (K) Conformism and (N) Nonconformism, belonging to the emotional-motivational sphere, as well as (A) Algorithmic Behavior and (H) Heuristic Behavior, belonging to the cognitive sphere. The subscale of Conformism and Algorithmic Behavior account imitative attitudes, while the subscales of Non-conformism and Heuristic Behavior measure creative attitudes. Each of the subscales controls 15 traits distributed dichotomously, as continuous traits (continuum). In the revised version KANH III the number of questions was reduced from 60 to 26, diagnosing 13 traits on the conformism – non-conformism scale and 13 on the scale of heuristic behaviour – algorithmic behaviour (Bernacka, 2008).

In this study placing a bed of a total of 12 variables: six dimensions of the model of creative attitude and six behavior transgressive factors to test hypotheses statistical model of factor and correlation analysis was used.

Women and men in the first decade of early adulthood within the age range (20-23 years old), a middle phase (24-29 years old), and people over 29 years old (30-35 years old) were invited to take part in the research. 350 individuals altogether between 20 and 35 years of age took part in the research (including 290 women and 60 men). The participants were students of the University of Białystok. The sample selection was purposeful. The survey was anonymous.

Research was carried out in the annual period of time.

### 3. RESEARCH RESULTS

We reported a higher percentage of very creative individuals within the group of respondents over 29 (due to a significantly higher level of a subject-causative activity). The results show increased predisposition to transgressive behavior among men in gender-distinct groups (men and women). Higher indicators of transgressive behavior among men were observed within the scope of the attitude to dominate others, extending one's rights and influence and courage to undertake new tasks that are difficult and risky. As expected, the level of willingness to undertake transgressive behaviors varied with age in the examined group. The obtained results indicate that people above 30 are more often characterized by a high level of transgressive behaviors.

The analysis helped to develop the characteristics of a factor activity aimed to change (Tab. 1).

Five features, that is high self-esteem, openness, activity, courage and adaptive flexibility, decided about the essence of Non-Conformism's subject activation factor. The features obtained in the factor structure of Non-Conformism, correspond to the characteristics of a creative and innovative style of functioning.

The values of Pearson's correlation of Nonconformism, Conformism, Heuristic Behavior, Algorithmic Behavior (Questionnaire of Creative Behavior KANH) and scale factors measured

Transgression (transgressive behavior), (Scale Factors measured Transgression STr) are presented in Tab. 2.

The higher the level of a creative attitude (N+H) and its elements in the cognitive (H), (heuristic behaviors) and characterological (N), (non-conformist orientation) sphere, the stronger the relations with different manifestations of transgression: disposition to dominate others, motivation to enrich competencies, innovation in designing new solutions, and courage to take up new tasks. Subject of non-conformist (N) features which were connected with transgressive behaviors included the strongest: predominance, activity, courage, spontaneity, consistency, originality, and high self-

Tab. 1. The structure of the scale factor Nonconformity - varimax rotation

DIMENSIONS NONCONFORMITY	MA*			
	FACTOR ANALYSIS			
	1	2	3	4
N15 High self-esteem	0, 675			
N10_Openness	0, 669			
N2_Activeness	0, 632			
N6_Courage	0, 623			
N3 Resilience	0, 398			
N8_Self-organization		0, 654		
N7_Dominativeness		0, 591		
N9_Adaptive flexibility		0, 547		
N4_Originality		0, 473		
N12 Independence			0, 743	
N13_Self-criticism			0, 696	
N14_Tolerance			0, 577	
N1_Independence				0, 727
N5_Consistency				0, 665
N11_Perseverance				0, 652

\* - The method of extracting factors - the main components  
Rotation method - varimax with Kaiser normalization.

Tab. 2. The values of Pearson's r correlation of Nonconformism, Conformism, Heuristic Behavior, Algorithmic Behavior (KANH) and Scale Factors measured Transgression (STr)

FACTORS MEASURED TRANSGRESSION SCALE							
KANH		T1	T2	T3	T4	T5	T6
K	Pearson's correlation	-, 326**	-, 196**	-, 137**	-, 380**	-, 021	-, 225**
	(one-sided)	, 000	, 000	, 009	, 000	, 358	, 000
A	Pearson's correlation	-, 105*	-, 190**	-, 115*	-, 288**	, 021	-, 094
	(one-sided)	, 035	, 000	, 024	, 000	, 362	, 053
N	Pearson's correlation	, 353**	, 347**	, 272**	, 306**	, 282**	, 355**
	(one-sided)	, 000	, 000	, 000	, 000	, 000	, 000
H	Pearson's correlation	, 355**	, 129*	, 288**	, 219**	, 256**	, 328**
	(one-sided)	, 000	, 013	, 000	, 000	, 000	, 000
K+A	Pearson's correlation	-, 254**	-, 218**	-, 143**	-, 382**	-, 002	-, 186**
	(one-sided)	, 000	, 000	, 007	, 000	, 484	, 001
N+H	Pearson's correlation	, 396**	, 273**	, 313**	, 296**	, 302**	, 383**
	(one-sided)	, 000	, 000	, 000	, 000	, 000	, 000

\*\* – Correlation significant at the level at the 0.01 level (one-sided); \* - Correlation significant at 0.05 level (one-sided)

esteem. Activity, predominance, courage and high self-esteem – main indicators of functioning a man with a high level of subject creative features – have proved to be significantly correlated with transgressive behaviors' indicators.

Subject creative features combine positively with transgressive behaviors being taken up. Subject-causative activity (Non-Conformism) is positively connected with taking up and realizing transgressive behaviors and changes-oriented activities. Subject creative features expressed in a creative attitude coexist with transgressive behaviors: pro-creative motivation in searching for changes (T1), non-conformism (T2), focus on activity and overcoming

problems (T3), openness and courage to take up new tasks (T4), innovation (T5) and acceptance of novelty (T6)<sup>2</sup>.

<sup>2</sup> The achieved research results allow to assume three basic strategies of the implementation of creative competencies (creative subject and transgressive resources) in adult life. The first one is the strategy (a concept of functioning) of adaptive (conservative, adaptable) realization of creative competencies (potential, subject resources). The second one is a creative (innovative) strategy, whereas the third one – balanced (harmonious), (adaptive-innovative). All three strategies derive from the need to create, which is developmental power and dynamism of any activity where human potential is realized (Wróblewska, 2013, 2015).

## 4. DISCUSSION OF THE RESULTS

---

The obtained results of the research provided new data on the inter-relationships between symptoms of creative features and indicators of transgressive behavior. It is difficult to determine the direction of the relationship between the studied variables. Do subjective characteristics cause creative transgressive behavior? Does making transgressive behavior affect the growth level of creative attitude and its components? In Popek's opinion the dichotomy of adaptation and creation is a trait characteristics of human existence and the two types of functions are inseparable (Popek, 2010).

The resulting configurations of features in a range of variables (characteristics of creative and transgressive behavior) corresponded to factors conditioning the success in business and management (Stasiakiewicz, 1999; Strzałecki, 2001; Bańka, 2005; Bańka, Hauziński, 2015). Creative competencies and transgressive behaviors are a specific resource. Creativity in the management (including personal resources and capabilities) requires activity, independence, action orientation and overcoming difficulties, the courage to take on new tasks, openness and acceptance of something new. Willingness to take creative and transgressive behavior is a complex syndrome of personality traits. It determines the willingness to take risks. People with such system characterized by symptoms often exhibit characteristics of innovative approaches, creative and entrepreneurial in task situations (differentiating competences of management wizard). In the pursuit of fulfillment and inner potential development, motivation derives from two basic needs: competence – impact on the events and effects of activities, and autonomy – acting with a sense of choice freedom. Subject creative features combine positively with transgressive behaviors being taken up. The obtained results indicate that people above 30 are more often characterized by a high level of transgressive behaviors. Within the group of respondents over 29, we reported a higher percentage of highly creative individuals (due to a significantly higher level of subject-causative activity). Considering creative competencies from the transgressive perspective, it is worth pointing out that similar to the creative approach, they present a man as an active person creatively transforming his/her environment and himself/herself. A creative person is functioning in

connection with a specific mechanism which essence is the interaction operating in accordance with the principle of feedback of the following elements: 1) potential cognitive creative talents or gifts; 2) personality activation – halting or stimulating activity of emotional and motivational sphere upon creativity development in the cognitive sphere and its manifestation in one's behavior; 3) the evaluation of the effects on one's own activity – creative or adaptive (Popek, 2001; Popek, 2010).

The obtained results of research could enrich the existing scientific achievements in the field of management of important determinants and correlates subjective features ensuring success. It is defined by a transgressive action – as a kind of activity type to be changed. Subjective characteristics of the creativity (creative assets) increase the efficiency of action.

## CONCLUSIONS

---

This article analyzes the determinants of subjective qualities of creative and transgressive behavior in the context of the model of the creative management determinants. Creative resources symptoms were included in the term of success determinants. What is the novelty of this scientific work?

First: research project was based on the concept of man's transgressive feature Koziński (1987/1999, 2001/2007). A transgressive concept of a man, focused on change and development, assumes that human behavior is an intentional and autonomic activity which is purpose-oriented and aimed at surpassing possibilities. Transgressions are innovative and creative activities. They let man go beyond the limits of his/her previous functioning, thus allowing acquisition of new areas of activity, or the formation of new values. Secondly: The authoress has adopted the assumption about a role of transgressive behaviors in dynamics of creative behaviors (creative resources). Thirdly: Considering creative competencies from the transgressive perspective, it is worth pointing out that similar to the creative approach they present a man as an active person creatively transforming his/her environment and himself/herself. He/she is an active creator, capable of transgressive thinking and behavior concentrated on change and development.

Fourthly: These human resources are potential correlates of a success in creative managing. Creativity in management – is a creative management one of the

symptoms of human resources? Activity, predominance, courage and high self-esteem – main indicators of functioning of a man with a high level of subject creative features – proved to be significantly correlated with transgressive behaviors' indicators. It may mean that subject creative features supported by predisposition to transgressive behaviors (and the opposite) are important personal resources – components of human capital.

Subject creative features expressed in a creative attitude coexist with transgressive behaviors: procreative motivation in searching for changes, non-conformism, focus on activity and overcoming problems, openness and courage to take up new tasks, innovation and acceptance of novelty. Subject non-conformism features which were connected with transgressive behaviors included the strongest: predominance, activity, courage, spontaneity, consistency, originality, and high self-esteem.

At the same time, it serves personal potential enhancement and is connected with the achievement of well-being. What is more, it increases an ability to perceive the environment in accordance with one's needs and values. It influences development of a sense of self-authorship and competence. It allows to take up a challenge. It stimulates development of positive interpersonal relations and social contacts and has impact on personal development. It is not only success that makes man happy, being happy brings success too.

Success-orientation – is a belief that fate favors individuals in realizing their goals, positive thinking – is positive expectations, positive thinking, acceptance of oneself and the environment, openness – is readiness for new and not typical experiences, risk acceptance.

Referring to the model of well-being proposed by Ryff (1989, 1996) we may suppose and assume with a high degree of likelihood that in the case of people with a high level of creative attitude and subject-causative activity (Non-Conformism), the following dimensions of well-being refer to them: autonomy, control of the environment, self-acceptance, personal development, a sense of having a goal in life, and positive relations with other people. These aspects create favorable conditions and a kind of readiness for development understood as the process of actions' pursuit initiated actively and purposefully by an individual.

The limitation of the study is a sampling of research. It was not recruited from specialty area of management. It would therefore make replicas studies

involving a group of people associated with the field of management, entrepreneurship and economics. As noted in the introduction question of the relationship of measured variables requires further in-depth empirical studies. The proposals for future research and exploration in this area may include the following questions: what kind of subjective creative qualities and transgressions take part in the implementation of the objectives and tasks in specific areas and fields of management? Is there a relationship between creative management and creative management results? What specific creative results in the management can raise the creative potential of a human and his ability to constantly push the boundaries?

## LITERATURE

- Amabile T. (1996), *Creativity in Context. Update to the Social Psychology of Creativity*, Westview Press, Boulder, CO
- Bańka A. (2005), *Proaktywność a tryby samoregulacji (Proactivity and the Course of Self-regulation) Print-B – Instytut Rozwoju Kariery, Poznań -Warszawa*
- Bańka A. (2007), *Psychologiczne doradztwo karier (Psychological Career Advisory)*, SPiA, Poznań
- Bańka A., Hauziński A. (2015), *Decisional procrastination of school-to-work transition: Personality correlates of career indecision Polish Psychological Bulletin 46 (1), pp. 34-44*
- Bateman T.S., Crant J.M. (1993), *The Proactive Component of Organizational Behavior*, *Journal of Occupational Behavior 14*, pp. 103-118
- Bernacka E. (2008), *Niezależni ulegli. Studia o nonkonformizmie (Submissive Independent. Studies on Nonconformism)*, Wydawnictwo Adam Marszałek, Toruń
- Bohdziewicz P. (ed.), (2011), *Efektywność gospodarowania kapitałem ludzkim (Effectiveness of Human Capital Management)*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź
- Bransford J.D., Stein B.S. (1993), *The Ideal Problem Solving*, New York
- Caroff X., Lubart T. (2012), *Multidimensional Approach to Detecting Creative Potential in Managers; Creativity Research Journal 24 (1), pp. 13-20*
- Clarke L. (1997), *Zarządzanie zmianą (Change Management)*, Gebethner i Ska, Warszawa
- Cole G.A. (1995), *Organisational Behaviour: Theory and Practice*, Thomson, London
- Crant J.M. (1995), *The Proactive Personality Scale and Objective Job Performance Among Real Estate Agents*, *Journal of Applied Psychology 80 (4)*, pp. 532-537
- Crant J.M. (1996), *The Proactive Personality as a Predictor of Predictor of Entrepreneurial Intentions*, *Journal of Small Business Management 34 (3)*, pp. 435-462

- Crant J.M. (2000), Proactive Behaviour in Organizations, *Journal of Management* 26 (3), pp. 42-49
- Cropley D., Cropley A. (2012), A psychological taxonomy of organizational innovation: Resolving the paradoxes, *Creativity Research Journal*, 24 pp. 29-40
- Dąbek M., Jarmuż J., Witkowski T. (1994), Tajemnice polskiego menadżera. Charakterystyka psychologiczna (Mysteries of a Polish Manager. Psychological Characteristics), in: Witkowski S. (ed.), *Psychologia sukcesu, (Psychology of Success)* PWN Warszawa, pp.16-27
- Dobrołowicz W. (2001), Inteligencja intuicyjna, (Intuitive Intelligence) *Annales Universitatis Mariae Curie-Skłodowska, Sectio (J XIV)*, pp. 267-280
- Goszczyńska M. (2006), Działania przedsiębiorcze – przejaw przystosowania czy transgresji (Entrepreneurship Activities – Sign of Adoption or Transgression) in: Aranowska E., Goszczyńska M. (eds.), *Człowiek wobec wyzwań i dylematów współczesności (A Human Being Towards Challenges and Dilemmas of a Contemporary World)*, Wydawnictwo Naukowe Scholar, pp. 189-210
- Glăveanu V.P. (2014), The Psychology of Creativity: A Critical Reading. Creativity. Theories – Research – Applications 1 (1), pp. 10-32
- Gryffin R.W. (2000), Podstawy zarządzania organizacjami (Basis of Organization Management), Wydawnictwo Naukowe PWN, Warszawa
- Juchnowicz M. (2010), Zarządzanie przez zaangażowanie. Koncepcja. Kontrowersje. Aplikacje (Management Through Involvement. Conception. Controversions. Applications), Polskie Wydawnictwo Ekonomiczne, Warszawa
- Kharkhurin A. (2014), Creativity four-in-one: Four Criterion Construct of Creativity, *Creativity Research Journal* 26, pp. 338-352
- Kozielecki J. (1987/1999), Koncepcja transgresyjna człowieka: analiza psychologiczna (Transgressive Conception of a Human Being: Psychological Analyses), Państwowe Wydawnictwo Naukowe, Warszawa
- Kozielecki J. (2001/2007), Psychotransgresjonizm. Nowy kierunek psychologii (Psychotransgression. A New Direction In Psychology), Wydawnictwo Akademickie „Żak”, Warszawa
- Lamb M., Sutherland M. (2010), The components of Career Capital for Knowledge Workers in the Global Economy, *The International Journal of Human Resource Management* 21 (3), pp. 295-312
- Mayer J.D., Roberts R.D., Barsade S.G. (2008), Human Abilities: Emotional Intelligence, *Annual Review of Psychology* 59, pp. 507-536
- Mayer J.D., Salovey P., Caruso D. (2000), Models of Emotional Intelligence, in: Sternberg R. (ed.), *Handbook of Intelligence*, UK: Cambridge University, Cambridge, pp. 396-420
- Miller M.L., Omens R.S., Delvadia R. (1991), Dimensions of Social Competence: Personality and Coping Style Correlates, *Personality and Individual Differences* 9, pp. 955-964
- Mroziewski M. (2005), Style kierowania i zarządzania (Styles of Managing and Management), Wydawnictwo Difin, Warszawa
- Nosal Cz.S. (1993), Umysł menadżera. Problemy, decyzje, strategie (Manager's Brain. Problems, Decisions and Strategies), Wydawnictwo „Przecinek”, Wrocław
- Peltier B. (2005), Psychologia coachingu kadry menadżerskiej (Coaching Psychology of Management), Wydawnictwo Rebis, Poznań
- Pocztowski A. (2008), Zarządzanie zasobami ludzkimi. Strategie. Procesy. Metody (Human Resources Management. Strategies. Processes. Methods) Wydawnictwo Naukowe PWN, Warszawa
- Poppek S. (2010), Kwestionariusz Twórczego Zachowania KANH (A Questionnaire of Creative Behavior KANH), Wydawnictwo Uniwersytetu Marii Curie-Skłodowskiej, Lublin
- Poppek S. (2001), Człowiek jako jednostka twórcza (A Human Being as a Creative Individual), Wydawnictwo Uniwersytetu Marii Curie-Skłodowskiej, Lublin
- Proctor T. (2001), Zarządzanie twórcze (Creative Management), Felberg SJA, Warszawa
- Proctor T. (2003), Twórcze rozwiązywanie problemów (Creative Problem Solving), Gdańskie Wydawnictwo Psychologiczne, Gdańsk
- Rakowska A. (2001), Kompetencje menadżerskie kadry kierowniczej we współczesnych organizacjach (Managers' Competencies of Management in Contemporary Organizations), Wydawnictwo Uniwersytetu Marii Curie-Skłodowskiej, Lublin
- Rożnowski B., Biela A., Bańka A. (2006), Praca i organizacja w procesie zmian (Work and Organization in the Process of Changes), Stowarzyszenie Psychologia i Architektura, Poznań
- Runco M.A. (2004), Creativity, *Annual Review of Psychology* 55, pp. 657-687
- Runco M.A., Jaeger G. (2012), The standard definition of creativity, *Creativity Research Journal* 24, pp. 92-96
- Ryff C.D. (1989), Happiness is Everything, or Is It? Explorations on the Meaning of Psychological Well-being, *Journal of Personality and Social Psychology* 57, pp. 1069-1081
- Ryff C.D. (1996), The Structure of Psychological Well-being Revisited, *Journal of Personality and Social Psychology* 69 (4), pp. 719-727
- Silvia P.J., Beaty R.E., Nusbaum E.C., Eddington K.M., Kwapil T.R. (2014), Creative motivation: Creative achievement predicts cardiac autonomic markers of effort during divergent thinking, *Biological Psychology* 102, pp. 30-37
- Stasiakiewicz M. (1999), Twórczość i interakcja (Creativity and Interaction), Wydawnictwo Naukowe Uniwersytetu im. Adama Mickiewicza, Poznań
- Sternberg R.J. (1996), Successful Intelligence. How Practical and Creative Intelligence Determines Success in Life, Simon & Schuster, New York
- Sternberg R.J. (2003), *Wisdom, Intelligence and Creativity Synthesized*, Cambridge University Press, Cambridge
- Sternberg R.J., Lubart T.I. (1991), An Investment Theory of Creativity and its Development, *Human Development* 34, pp. 1-31
- Sternberg R.J., Lubart T.I. (1999), The Concept of Creativity: Prospects and Paradigms, in: Sternberg R.J. (ed.),

- Handbook of creativity, Cambridge university Press, New York, pp. 3-14
- Steward T.A. (1997), *Intellectual Capital: The New Wealth of Organizations*, London
- Strzałecki A. (2001), *Twórcza przedsiębiorczość. Próba analizy psychologicznej (Creativity Entrepreneurship. The Attempt of Psychological Analyses)*, *Prakseologia* 141, pp. 417-440
- Strzałecki A. (2006), *Transgresja polskich menadżerów warunkach transformacji ustrojowej (Transgression of Polish Managers In Political Transformation)*, in: Aranowska E., Goszczyńska M. (eds.), *Człowiek wobec wyzwań i dylematów współczesności, (A Human Being Towards Challenges and Contemporary Dilemmas)* Wydawnictwo Scholar, Warszawa, pp. 108-133
- Strzałecki A., Lizurej A. (2011), *Innowacyjna przedsiębiorczość. Teorie. Badania. Zastosowania praktyczne. Perspektywa psychologiczna (Innovative Entrepreneurship. Theories. Research. Practical Application. Psychological Perspective)*, Wydawnictwo Szkoły Wyższej Psychologii Społecznej Academica, Warszawa
- Studenski R. (2004), *Ryzyko i ryzykowanie (Risk and Risking)*, Wydawnictwo Uniwersytetu Śląskiego, Katowice
- Studenski R. (2006), *Skłonność do ryzyka a zachowania transgresyjne (Tendency to Risk and Transgressive Behavior)*, in: Goszczyńska M., Studenski R. (eds.), *Psychologia zachowań ryzykownych, (Psychology of Risky Behaviors)* Wydawnictwo Akademickie „Żak”, Warszawa, pp. 128-142
- Tyszka T. (2004), *Psychologia ekonomiczna (Economic Psychology)*, Gdańskie Wydawnictwo Psychologiczne, Gdańsk
- Witkowski S.A. (2003), *Psychologiczne wyznaczniki sukcesu w zarządzaniu (Psychological Indicators of Success In Management)*, *Prace Psychologiczne, (Psychological Works)* Wydawnictwo Uniwersytetu Wrocławskiego, Wrocław
- Witkowski S.A., Listwan T. (eds.), (2008), *Kompetencje a sukces zarządzania organizacją (Competencies and a Success of Organization Management)*, Wydawnictwo Difin, Warszawa
- Wróblewska M. (2013), *Predyspozycje do zachowań transgresyjnych a wskaźniki jakości życia (Predispositions to Transgressive Behaviors and Indicators of a Human Life Quality)*, in: Siudem I., Stencel M. (eds.), *(To Understand a Human Being – to Understand the Word)*, Wydawnictwo Uniwersytetu Marii Curie-Skłodowskiej, Lublin, pp. 11-31
- Wróblewska M. (2015), *Kompetencje twórcze w dorosłości (Creative Competencies In Adulthood)*, Wydawnictwo Uniwersyteckie Trans Humana, Białystok